

DRAFT FY 2021-23 Council Goal Framework

Last Revised: March 12, 2021

Preamble:

We believe Bend can be a city for everyone. We can all share in the prosperity and promise of this unique and beautiful place. We honor the people that came before us on these lands and acknowledge that the health of our community relies on the health of our environment. As stewards of the city, we are accountable to the people of Bend and are responsible for delivering excellent city services. We are committed to serving everyone equitably, creating a more connected community, and preserving Bend's spirit as we grow. We will strive to achieve equity and justice for everyone in Bend.

Goal: Accessible & Effective City Government

Meet the diverse and changing needs of the community and build connection between community members and City government by providing services in ways that work for everyone, build public trust, and promote civic engagement.

- **Strategy: Apply an equity lens across all City services, goals, strategies and budgets**
 - Use Equity Mapping and other tools to assess the gaps in equitable access to City services
 - Expand opportunities for community members to connect with the city
 - Lower barriers to engagement and improve access
 - Ensure core services are keeping pace with a growing City and adjust staffing resources to match service demands
- **Strategy: Expand outreach and public engagement with all community members, so that everyone feels welcome and that their voice will be heard**
 - Conduct an assessment that will inform an outreach and communication strategy and structure
 - Use art and creativity to provoke thought, challenge assumptions and shape how we define our narrative as a city
 - Assess the neighborhood association system as a conduit of information and representation and create opportunities to engage under-served communities
 - Connect with local regional partners, including Warm Springs on issues of shared interest
- **Strategy: Increase efficiency and transparency of City operations through use of technology, data and long-term planning**
 - Increase transparency through open data, publicly available dashboards, and reporting
 - Use a human centered design approach to improve City web site and customer service

- Advance facilities planning to include a new City Hall and a shared public works campus
- **Strategy: Increase the opportunity for Council and Committees to effectively serve all of the community**
 - Remove barriers to participation on City Boards and Committees and provide equitable access to Council meetings
 - Increase opportunities for community members to engage with City Council including young people and renters
 - Increase Council support and constituent engagement through staffing and technology
 - Provide translation or interpretation services for City communications and City meetings as requested

Goal: Environment & Climate

Improve quality of life for more people in Bend by increasing equitable access to clear air, water and to a healthy environment. Implement solutions that fulfill the City's commitment to being good stewards of our natural environment, decreasing carbon emissions and mitigating the effects of climate change.

- **Strategy: Implement the Community Climate Action Plan (goal of reducing fossil fuel use by 40 % by 2030 and 70% by 2050)**
 - Review and consider implementing recommendations from the Environment & Climate Committee (ECC)
 - Explore opportunities for statewide programs that reduce greenhouse gas emissions
 - Plan for electric vehicles community-wide
 - Prioritize implementing equity actions in the Community Climate Action Plan
- **Strategy: Implement the City's internal Strategic Energy Management Plan**
 - Reduce carbon emissions within the City's fleet
 - Pursue opportunities for renewable energy generation and sustainable design and resiliency on City properties and facilities
 - Purchase renewable energy for all City facilities where feasible
- **Strategy: Preserve Bend's natural environment, including clean air and water, wildlife and trees, through partnerships and policy**
 - Promote water conservation through programs, incentives, partnership and agreements, with a focus on the Deschutes River Basin
 - Revise development code and other relevant standards to protect trees while balancing housing affordability and natural resource preservation

- Protect critical water resources and other essential city facilities with a focus on sustainability and resiliency
- Reduce pollution of Bend's air and water, with a focus on impacts to vulnerable populations
- Increase use of native plants in the public right of way to conserve water and benefit wildlife
- **Strategy: Create wildfire and emergency resiliency plans that acknowledge our changing climate**
 - Adopt a wildfire resiliency plan that includes hazard zone mapping and building and development code standards that acknowledge Bend's climate, fuel types and topography
 - Partner with state and regional efforts to reduce wildfire risk and provide relief for those who have been impacted and experienced losses
 - Create a more robust emergency management plan that is connected to regional efforts
 - Develop plans to address the risk and impact of fires on critical infrastructure

Goal: Safety, Health, Accountability & Justice

Work to create an environment where all community members feel safe accessing the services they need and confident the right service will be provided. Deliver public safety services in ways that build community resiliency and trust.

- **Strategy: Create equitable community engagement around policing that promotes accountability and justice**
 - Advocate for improvements to the criminal justice system by leveraging national, state and regional efforts
 - Revise Police Chief's Advisory Council with a focus on community representation, transparency, public oversight and accountability
 - Build organizational capacity and connections with neighborhood associations and other community groups focusing on equitable inclusion of marginalized community members
 - Create a taskforce combining non-profit, City, County and public stakeholders to identify how a mobile crisis intervention program could be established in our community
- **Strategy: Invest in delivery of City public safety services that align with broader community values, plans and vision**
 - Invest in a community-based public safety response system for crises that don't require a traditional law enforcement approach
 - Recruit and retain a diverse workforce that reflects the community

- Ensure core services are keeping pace with a growing City and adjust staffing resources to match service demands
- Maintain response times and cardiac survivability rates for Fire/EMS services
- Protect quality of life with attention to issues such as noise and illegal fireworks

Goal: Shared Prosperity

Cultivate tomorrow's economy to assure that we are creating opportunity for all community members to equitably share in Bend's prosperity.

- **Strategy: Optimize planning and infrastructure investments to create employment opportunities**
 - Develop land use and infrastructure plans for the Core Area (including Downtown), the Southeast, Juniper Ridge and the Bend Airport,
 - Update the City's Economic Opportunity Analysis to ensure an adequate supply of employment land
 - Use Equity Mapping to inform Bond implementation, capital project investments, and maintenance activities
 - Advocate and prepare for State and Federal resources, particularly potential COVID-19 Relief Funding
- **Strategy: Increase economic opportunity, advancement and resiliency**
 - Provide direct assistance to businesses that have been most severely impacted by COVID-19
 - Partner with key organizations to increase internet (broadband) access
 - Modernize the Utility Assistance Program through community partnerships
 - Leverage City contracting and employment opportunities to incentivize higher wages and opportunities for Black, Indigenous, and people of color (BIPOC) and women-owned businesses
- **Strategy: Align with and promote the Bend Economic Development Advisory Board Strategic Plan in attracting and retaining targeted sectors**
 - Increase affordable childcare options
 - Increase and attract green jobs
 - Promote and support public/private partnerships to create an Innovation District that provides opportunities for a learning lab
 - Invest in workforce development activities

Goal: Transportation & Infrastructure

Design, build and maintain a connected multimodal transportation system that allows people to move around safely, equitably, and efficiently. Invest in Bend's infrastructure systems to meet community expectations.

- **Strategy: Implement policies and actions identified in the Transportation System Plan**
 - Implement the programs identified in the Recommended Near-term Programs in the Transportation System Plan and develop and track progress, including travel time predictability
 - Implement Bond and Capital Improvement Program projects and programs that address community mobility demands using Equity Mapping tools
 - Develop and adopt vision zero action plan, code changes, and design standards to eliminate traffic deaths and serious injuries
 - Advocate for and track strategies to reduce Vehicle Miles Traveled (VMT) consistent with the Transportation System Plan
 - Update Transportation System Development Charges (SDCs) and other revenue sources as identified in TSP Funding Plan
 - Prioritize the right user for the right road keeping heavy traffic out of neighborhoods
- **Strategy: Provide robust transit and mobility services with a focus on safe options in neighborhoods**
 - Track and aggressively pursue federal, state and local funding sources that provide sustainable funding for needed infrastructure
 - Partner with agencies, stakeholders, and Central Oregon Intergovernmental Council (COIC) to increase transportation options
 - Expand partnerships with Bend-La Pine Schools and the Bend Park and Recreation District with a focus on equity while funding the Neighborhood Street Safety and other programs that provide safe, connected and accessible routes
 - Construct at least one complete north/south and one east/west key route that creates a connected bike and pedestrian network
 - Implement a sidewalk program to maintain and expand the City's sidewalk network
- **Strategy: Prioritize water utility investments and programs on water conservation, resource re-use and resource recovery**
 - Adopt an Integrated Water System Master Plan with a focus on conservation
 - Implement resource recovery and reuse and conservation strategies throughout the community, including franchisees
 - Develop facility plans for the Water Reclamation and Water Filtration Facilities based on operational needs and environmental and financial stewardship

- Develop a Stormwater Master Plan that is adaptable to Bend's continued urbanization and protects the Deschutes River

Goal: Housing

Take meaningful action to make this statement a reality: People who live and work in Bend can afford housing in Bend.

- **Strategy: Invest in programs and partnerships that result in collaborative, concrete actions toward ending homelessness in Bend**
 - Partner with Deschutes County to create an Emergency Homelessness Task Force that results in a 5- year Community Action Plan aimed at eliminating homelessness
 - Modify City codes to allow for managed camps, shelters and other facilities to address homelessness
 - Explore and increase funding sources to obtain housing/facilities and related supportive services to serve community members who are housing insecure or experiencing homelessness
 - Create housing or facilities to house 500 homeless individuals on a temporary or permanent basis
- **Strategy: Align infrastructure investments to create buildable land for needed housing**
 - Leverage projects in the GO Bond and Capital Improvement Project plans to provide housing opportunities
 - Develop housing specific strategies and targets in the Core and Southeast Area Plans
- **Strategy: Pursue policy actions to increase the supply of housing as a platform for equity**
 - Leverage legislative opportunities to obtain housing for those most in need and provide additional opportunities for first time home ownership
 - Plan for future growth and update the City's Housing Needs Analysis so we can match demand with supply and prepare for a revised Urban Growth Boundary
 - Remove and reduce regulatory barriers for development of housing, with an emphasis on incentivizing rent and price restricted affordable housing, middle income housing, and housing that serves vulnerable community members
 - Review existing land use designations to find more housing opportunities including the Juniper Ridge property and other publically-owned land
 - Work to ensure housing opportunities occur in all areas of the City are near schools, parks, services and employment opportunities
 - Create 1,000 units of rent and price restricted housing that's accessible and affordable to all